MBA / ONE-YEAR MBA IN ACCOUNTING OR TAXATION /
M.S. IN FINANCE / CERTIFICATE FOR ADVANCED STUDY

Fairfield University GRADUATE PROGRAMS

Charles F. Dolan School of Business

2004-2005

Information Directory

	Telephone No.
Fairfield University Switchboard	(203) 254-4000
Athletic Tickets	(203) 254-4103
Bookstore	(203) 254-4262
Box Office – Regina A. Quick Center for the Arts	(203) 254-4010
Bursar's Office (student accounts)	(203) 254-4102
Career Planning Center	(203) 254-4081
Computing and Network Services Help Desk	(203) 254-4069
DiMenna-Nyselius Library	(203) 254-4044
Health Center	(203) 254-4000, ext. 2241
Housing	(203) 254-4215
Information Desk – John A. Barone Campus Center	(203) 254-4222
Leslie C. Quick Jr. Recreation Complex	(203) 254-4140
Registrar's Office (registration, transcripts)	(203) 254-4288
Security (campus safety, parking)	(203) 254-4090
Study Abroad Office	(203) 254-4332

The Charles F. Dolan School of Business

Fairfield University
Charles F. Dolan School of Business, Room 100
1073 North Benson Road
Fairfield, CT 06824-5195
Telephone: (203) 254-4070
Facsimile: (203) 254-4029
E-mail: MBA@mail.fairfield.edu
Website: www.fairfield.edu

Applications available from:
Office of Graduate and Continuing Studies Admission
Fairfield University
Canisius Hall, Room 302
1073 North Benson Road
Fairfield, CT 06824-5195
Telephone: (203) 254-4184
Facsimile: (203) 254-4073
E-mail: gradadmis@mail.fairfield.edu
Website: www.fairfield.edu

The Fairfield University Charles F. Dolan School of Business Graduate Programs catalog is printed annually. However, updates to programs, policies, and courses may be made after the catalog has been published. Please refer to the University's website, www.fairfield.edu for current information.

CHARLES F. DOLAN SCHOOL OF BUSINESS GRADUATE PROGRAMS

Master of Business Administration

Master of Science in Finance

One-Year MBA in
Accounting or Taxation

Certificate Programs for Advanced Study in

Accounting
Finance
General Management
Human Resources Management
Information Systems and Operations Management
International Business
Marketing
Taxation

2004-2005

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CHARLES F. DOLAN
SCHOOL OF BUSINESS

Charles F. Dolan School of Business

2004-05 ACADEMIC CALENDAR

Classes are offered on weeknights and Saturdays to accommodate those in the program who are employed full time. Refer to the schedules that are distributed each semester for calendar changes.

Summer 2004

May 24 – Aug. 28	Summer Session
May 24 – June 5	Summer Session I
May 31	Memorial Day – University holiday
June 7 – July 10	Summer Session II
July 5	Independence Day – University holiday
July 6	Degree cards due for August graduation
July 12 – Aug. 14	Summer Session III
Aug. 16 – Aug. 28	Summer Session IV

Fall 2004

Aug. 24	Back to Campus Day
Sept. 8	Classes begin
Oct. 22	Degree cards due for January graduation
Nov. 24 – Nov. 28	Thanksgiving recess
Nov. 29	Classes resume
Dec. 23	Last day of classes for graduate students

Winter 2005 Intersession

Jan. 6 – Jan. 15	Intersession classes

Spring 2005

Jan. 17	Martin Luther King Jr. Day – University holiday
Jan. 18	Classes begin
Feb. 18	Degree cards due for May graduation
March 7 – March 11	Spring recess
March 14	Classes resume
March 25 – March 27	Easter recess
May 9	Last day of classes
May 22	55th Commencement

Summer 2005

May 23 – June 4	Summer Session I
May 30	Memorial Day – University holiday
June 6 – July 9	Summer Session II
July 4	Independence Day – University holiday
July 5	Degree cards due for August graduation
July 11 – Aug. 13	Summer Session III
Aug. 15 – Aug. 27	Summer Session IV

Fairfield University Mission

Fairfield University, founded by the Society of Jesus, is a coeducational institution of higher learning whose primary objectives are to develop the creative intellectual potential of its students and to foster in them ethical and religious values and a sense of social responsibility. Jesuit education, which began in 1547, is committed today to the service of faith, of which the promotion of justice is an absolute requirement.

Fairfield is Catholic in both tradition and spirit. It celebrates the God-given dignity of every human person. As a Catholic university it welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth, and freedom, and it values the diversity that their membership brings to the University community.

Fairfield educates its students through a variety of scholarly and professional disciplines. All of its schools share a liberal and humanistic perspective and a commitment to excellence. Fairfield encourages a respect for all the disciplines – their similarities, their differences, and their interrelationships. In particular, in its undergraduate schools it provides all students with a broadly based general education curriculum with a special emphasis on the traditional humanities as a complement to the more specialized preparation in disciplines and professions provided by the major programs. Fairfield is also committed to the needs of society for liberally educated professionals. It meets the needs of its students to assume positions in this society through its undergraduate and graduate professional schools and programs.

A Fairfield education is a liberal education, characterized by its breadth and depth. It offers opportunities for individual and common reflection, and it provides training in such essential human skills as analysis, synthesis, and communication. The liberally educated person is able to assimilate and organize facts, to evaluate knowledge, to identify issues, to use appropriate methods of reasoning, and to convey conclusions persuasively in written and spoken word. Equally essential to liberal education is the development of the aesthetic dimension of human nature, the power to imagine, to intuit, to create, and to appreciate. In its fullest sense liberal education initiates students at a mature level into their culture, its past, its present, and its future.

Fairfield recognizes that learning is a lifelong process and sees the education that it provides as a foundation upon which its students may continue to build within their chosen areas of scholarly study or professional development. It also seeks to foster in its students a continuing intellectual curiosity and a desire for self-education that will extend to the broad range of areas to which they have been introduced in their studies.

As a community of scholars, Fairfield gladly joins in the broader task of expanding human knowledge and deepening human understanding, and to this end it encourages and supports the scholarly research and artistic production of its faculty and students.

Fairfield has a further obligation to the wider community of which it is a part, to share with its neighbors its resources and its special expertise for the betterment of the community as a whole. Faculty and students are encouraged to participate in the larger community through service and academic activities. But most of all, Fairfield serves the wider community by educating its students to be socially aware and morally responsible persons.

Fairfield University values each of its students as an individual with unique abilities and potentials, and it respects the personal and academic freedom of all its members. At the same time, it seeks to develop a greater sense of community within itself, a sense that all of its members belong to and are involved in the University, sharing common goals and a common commitment to truth and justice, and manifesting in their lives the common concern for others which is the obligation of all educated, mature human beings.

Fairfield University

A comprehensive liberal arts university built upon the 450-year-old Jesuit traditions of scholarship and service, Fairfield University is distinguished by sound academics, collegiality among faculty and students, and a beautiful, 200-acre campus with views of Long Island Sound.

Since its founding in 1942 by the Society of Jesus (the Jesuits), the University has grown from an all-male school serving 300 to a competitively ranked coeducational institution serving 3,300 undergraduate students and more than 1,000 graduate students, plus non-traditional students enrolled in University College.

In addition to 32 undergraduate majors, Fairfield offers full- and part-time graduate programs through its College of Arts and Sciences, its Charles F. Dolan School of Business, and its schools of Engineering, Graduate Education and Allied Professions, and Nursing. Graduate students earn credentials for professional advancement while benefiting from small class sizes, opportunities for real-world application, and the resources and reputation of a school consistently ranked among the top regional universities in the North by *U.S. News & World Report*.

In the past decade, more than two dozen Fairfield students have been named Fulbright scholars, and the University is among the 12 percent of four-year colleges and universities with membership in Phi Beta Kappa, the nation's oldest and most prestigious academic honor society.

Undergraduate students represent 35 states and more than 30 countries.

Fairfield is located one hour north of New York City at the center of a dynamic corridor populated by colleges and universities, cultural and recreational resources, and leading corporate employers. Its recently renovated and expanded facilities include the Rudolph F. Bannow Science Center, the John A. Barone Campus Center, and the DiMenna-Nyselius Library.

The third youngest of the 28 Jesuit universities in the United States, Fairfield has emerged as an academic leader well positioned to meet the needs of modern students. More than 60 years after its founding, the University's mission remains the same: To educate the whole person, challenging the intellectual, spiritual, and physical potential of all students.

In the spirit of its Jesuit founders, Fairfield University extends to its graduate students a myriad of resources and services designed to foster the intellectual, spiritual, and physical development.

STUDENT SERVICES

To access those services, graduate students are required to obtain a StagCard, the University's official identification card. The StagCard office is located in Gonzaga Hall, Room 10. Graduate students need a valid driver's license and an official course schedule to obtain a StagCard. Office hours are: Monday, Wednesday, Thursday, and Friday from 8:30 a.m. to 4:30 p.m.; Tuesday from 11 a.m. to 7 p.m.
NOTE: Summer hours may vary from those listed in this catalog. Please contact the University to confirm office hours.

The ***DiMenna-Nyselius Library*** combines the best of the traditional academic library with the latest access to print and electronic resources. It is the intellectual heart of Fairfield's campus and its signature academic building.

Carrels, leisure seating, and research tables provide study space for up to 900 individual students, while groups meet in team rooms or study areas, or convene for conversation in the 24-hour cybercafé. Other resources include a 24-hour, open-access computer lab with Macintosh and Intel-based computers; a second computer lab featuring Windows-based computers only; two dozen multimedia workstations; an electronic classroom; a 90-seat multimedia auditorium; photocopiers, microform readers, and printers; and audiovisual hardware and software. Workstations for the physically disabled are available throughout the library.

The library's collection includes more than 318,000 bound volumes, 1,800 journals and newspapers, 12,000 audiovisual items, and the equivalent of 101,000 volumes in microform. To borrow library materials, students must present a StagCard at the Circulation Desk. Students can search for materials using an integrated library system and online catalog. The catalog may also be accessed from any desktop on or off campus at http://library2.fairfield.edu. From this site, students use their StagCard number and a pin code to access their accounts, read full-text journal articles from more than 100 databases, submit interlibrary loan forms electronically, or contact a reference librarian around the clock via e-mail or "live" chat.

During the academic year, the library is open Monday through Thursday, 7:45 a.m. to midnight; Friday, 7:45 a.m. to 10:30 p.m.; Saturday, 9 a.m. to 9 p.m.; and Sunday, 10:30 a.m. to midnight.

The ***Rudolph F. Bannow Science Center's*** 44,000-square-foot addition, completed in 2002, houses advanced instructional and research facilities that foster the development of science learning communities, engage students in experiential learning, and invite collaborative faculty and student research in biology, chemistry, computer science, mathematics, physics, and psychology. The original building underwent complementary renovations.

Fairfield's computing services are state-of-the-art. High-speed fiber-optic cable, with transmission capabilities of 100 megabits per second, connects classrooms, residence hall rooms, and faculty and administrative offices, providing access to the library collection, e-mail, various databases, and other on-campus resources.

Nineteen computer labs, supported by knowledgeable lab assistants and open 14 hours a day for walk-in and classroom use, offer hardware and software for the Windows and Macintosh environments. All campus buildings are connected to the Internet, and all residence hall rooms have Internet connections, cable television, and voicemail. Students are issued individual accounts in StagWeb, a secure website where they can check e-mail, register for courses, review their academic and financial records, and stay tuned to campuswide announcements.

Computing and Network Services, located on the second floor of Dolan Commons, provides lab support, technical advice, classroom technology applications, and personal Web page assistance. Office hours are 8:30 a.m. to 4:30 p.m. The SCT Help Desk, located on the second floor of Dolan Commons, assists with questions related to StagWeb.

The ***Career Planning Center***, located in the Barone Campus Center, is open to graduate students and offers career information, job listings, counseling services, and specific data on the current job market. The center also invites major employers to recruit on campus. Graduate students who wish to leverage their master's degrees in a career transition should meet with the director of career planning one year prior to graduation. Graduate students enrolled in the Charles F. Dolan School of Business should first consult with the business school's associate dean.

The ***Campus Ministry*** team nourishes a faith community on campus, taking seriously its unique role in expressing the University's Catholic and Jesuit identity. The team, composed of pastoral ministers, laypeople, and a council of 18 student leaders, provides counseling and spiritual direction, fosters prayer life, conducts liturgies and retreats, trains students as lectors and Eucharistic ministers, and coordinates interfaith and ecumenical events.

Service learning opportunities give students a chance for reflection as they work and live alongside people of different backgrounds. Students may apply for immersion experiences in Ecuador, Nicaragua, Mexico, and Haiti, as well as trips closer to home in Kentucky, Maine, and Connecticut. Each year, hundreds of students participate in Campus Ministry or community service events.

Campus Ministry is housed in the Rev. Pedro Arrupe, S.J., Campus Ministry Center on the lower level of the ***Egan Chapel of St. Ignatius Loyola***. Mass is held daily in the chapel during the lunch hour, on some weeknights, and twice on Sundays.

The ***Regina A. Quick Center for the Arts*** serves as a cultural hub and resource for the University and surrounding towns, offering popular and classical music programs, dance, theatre, and outreach events for young audiences. The center consists of the 740-seat Aloysius P. Kelley, S.J. Theatre, the smaller Lawrence A. Wien Experimental Theatre, and the Thomas J Walsh Art Gallery. Tickets to Quick Center events are available to graduate students at a discounted price. For a calendar of events, visit www.quickcenter.com.

In addition, various departments schedule exhibitions, lectures, and dramatic programs throughout the academic year. These events are open to all members of the University community and many are free of charge.

The ***John A. Barone Campus Center***, which was extensively renovated in 2001, is the social focal point of University activities and offers students a place to relax, socialize, or study during the day. Students can sip cappuccino at Jazzman's CyberCafé, shop at the University bookstore, watch deejays for the campus radio station, WVOF-FM 88.5, at work in their new glass-enclosed studio, or grab meals at one of two dining facilities. The center is open 24 hours from Sunday through Thursday and from 7 a.m. to 1 a.m. on Fridays and Saturdays. Call the Campus Center between 9 a.m. and 9 p.m. for bookstore and dining hall hours.

Fairfield is a Division I member of the National Collegiate Athletic Association and competes in conference championship play as a charter member of the Metro Atlantic Athletic Conference. The men's and women's basketball teams play at Bridgeport's Arena at Harbor Yard, considered one of the top facilities in collegiate basketball. Discounted tickets for ***Fairfield Stags*** games are available to graduate students. For tickets or other information, call the athletic box office or visit www.fairfieldstags.com. In addition, competitions in soccer, lacrosse, and other sports are held on campus and are free of charge to graduate students.

The ***Leslie C. Quick Jr. Recreation Complex***, a multipurpose facility also known as the Quick RecPlex, features a 25-meter, eight-lane swimming pool; a field house for various sports; a whirlpool; saunas in the men's and women's locker rooms; and racquetball courts. Other amenities are two cardio theatres, a weight room, and group fitness courses. The Department of Recreation also oversees the outdoor tennis, basketball, and sand volleyball courts as well as two temporary, portable ice-skating rinks. Graduate students may join the Quick RecPlex on a per semester basis by presenting a current StagCard. For membership information and hours, call the Quick RecPlex office.

The ***Security Department*** is responsible for the safety of people and property on campus. Officers conduct around-the-clock patrols by bike, foot, and vehicle, and investigate and report violations of state, federal, and University regulations. In addition, officers are trained to provide emergency first aid and are considered supplemental first responders for the town of Fairfield. The department provides a report of its policies and procedures, along with annual campus crime statistics. To receive a copy, contact the department. Violations of University regulations that require immediate attention should be reported to the security office, which is located on the ground floor of Loyola Hall, Room 2. Security officers also oversee the flow of traffic on campus and enforce parking regulations.

Parking on Campus

A vehicle registration fee is included with tuition for graduate students. Vehicles must display a valid registration decal and be parked properly in designated areas. To register a vehicle, students must fill out and submit the online permit application available on StagWeb. Students then bring a printed copy of the online application, with their StagCard and vehicle registration, to the Security office. A pamphlet explaining traffic and parking regulations is available there. Unauthorized vehicles parked in fire lanes, handicapped spaces, or service vehicle spots are subject to fines and may be towed at the owner's expense. Vehicles of handicapped persons must display an official campus or state handicapped permit.

Accreditation

Fairfield University is fully accredited by the New England Association of Schools and Colleges, which accredits schools and colleges in the six New England states. Accreditation by one of the six regional accrediting associations in the United States indicates that the school or college has been carefully evaluated and found to meet standards agreed upon by qualified educators.

Additional accreditations include:

AACSB International – The Association to Advance Collegiate Schools of Business
Charles F. Dolan School of Business
Accreditation Board for Engineering and Technology
Electrical Engineering program
Mechanical Engineering program
Commission on Accreditation of Marriage and Family Therapy Education of the American Association for Marriage and Family Therapy (AAMFT)
Marriage and Family Therapy program
Connecticut State Department of Higher Education
Council for Accreditation of Counseling and Related Educational Programs (CACREP)
Counselor Education programs
Commission on Collegiate Nursing Education
Undergraduate Nursing programs
Graduate Nursing programs

Program approvals include:

Connecticut State Department of Higher Education
Elementary and Secondary Teacher certification programs
Graduate programs leading to certification in specialized areas of education
School of Nursing programs
Connecticut State Board of Examiners for Nursing
Undergraduate Nursing programs
Graduate Nursing programs

The University holds memberships in:

AACSB International – The Association to Advance Collegiate Schools of Business
American Association of Colleges for Teacher Education
American Association of Colleges of Nursing
American Council for Higher Education
American Council on Education
ASEE – American Society for Engineering Education
Association of Catholic Colleges and Universities
Association of Jesuit Colleges and Universities
Connecticut Association of Colleges and Universities for Teacher Education
Connecticut Conference of Independent Colleges
Connecticut Council for Higher Education
National Association of Independent Colleges and Universities
National Catholic Educational Association
National League for Nursing
New England Business and Economic Association

ACADEMIC POLICIES AND GENERAL REGULATIONS

Student Programs of Study

All programs of study must be planned with an advisor. In granting approval, the advisor will consider the student's previous academic record and whether or not the prerequisites set forth for the specific program have been met. Should a student wish to change his or her track or concentration, this request must be made in writing and approved by the advisor and the dean.

Academic Freedom

Fairfield University endorses full academic freedom as an essential prerequisite to our quest for truth and its free exposition. We encourage students and faculty to engage in free discussion and inquiry. In addition, we recognize that academic freedom carries with it correlative academic responsibilities. Thus, in our pursuit of excellence and truth, we must also hold to standards of intellectual honesty and objectivity.

Academic Honesty

Fairfield University's primary purpose is the pursuit of academic excellence. Teaching and learning must be based on mutual trust and respect. This is possible only in an atmosphere where discovery and communication of knowledge are marked by scrupulous, unqualified honesty and integrity. Such integrity is fundamental to, and an inherent part of, a Jesuit education. Any violation of academic integrity wounds the entire community and undermines the trust upon which the discovery and communication of knowledge depends.

All members of the Fairfield University community share responsibility for establishing and maintaining appropriate standards of academic honesty and integrity. As such, faculty members have an obligation to set high standards of honesty and integrity through personal example and the learning communities they create. It is further expected that students will follow these standards and encourage others to do so.

Honor Code

Fairfield University's primary purpose is the pursuit of academic excellence. All members of the Fairfield University community share responsibility for establishing and maintaining appropriate standards of academic honesty and integrity. This is possible only in an atmos-

phere where discovery and communication of knowledge are marked by scrupulous, unqualified honesty. Therefore, it is expected that all students taking classes at the University adhere to the following Honor Code:

"I understand that any violation of academic integrity wounds the entire community and undermines the trust upon which the discovery and communication of knowledge depends. Therefore, as a member of the Fairfield University community, I hereby pledge to uphold and maintain these standards of academic honesty and integrity."

Academic Dishonesty

Students are sometimes unsure of what constitutes academic dishonesty. In all academic work, students are expected to submit materials that are their own and to include attribution for any ideas or language that is not their own. Examples of dishonest conduct include but are not limited to:

- Cheating, such as copying examination answers from materials such as crib notes or another student's paper.
- Collusion, such as working with another person or persons when independent work is prescribed.
- Inappropriate use of notes.
- Falsification or fabrication of an assigned project, data, results, or sources.
- Giving, receiving, offering, or soliciting information in examinations.
- Using previously prepared materials in examinations, tests, or quizzes.
- Destruction or alteration of another student's work.
- Submitting the same paper or report for assignments in more than one course without the prior written permission of each instructor.
- Appropriating information, ideas, or the language of other people or writers and submitting it as one's own to satisfy the requirements of a course - commonly known as plagiarism. Plagiarism constitutes theft and deceit. Assignments (compositions, term papers, computer programs, etc.) acquired either in part or in whole from commercial sources, publications, students, or other sources and submitted as one's own original work will be considered plagiarism.
- Unauthorized recording, sale, or use of lectures and other instructional materials.

In the event of such dishonesty, professors are to award a grade of zero for the project, paper, or examination in question, and may record an F for the course itself. When appropriate, expulsion may be recommended. A notation of the event is made in the student's file in the academic dean's office. The student will receive a copy.

University Course Numbering System

Undergraduate

01-99	Introductory courses
100-199	Intermediate courses without prerequisites
200-299	Intermediate courses with prerequisites
300-399	Advanced courses, normally limited to juniors and seniors, and open to graduate students with permission

Graduate

400-499	Graduate courses, open to undergraduate students with permission
500-599	Graduate courses

Normal Academic Progress

Academic Load

A full-time student will carry nine or more credits during the fall or spring semester. Twelve credits is the normal maximum load permitted. During summer sessions, full-time students are permitted to carry a maximum load of 12 credits. Students who work full-time or attend another school may not be full-time students. Such individuals are ordinarily limited to six credits during the fall or spring semesters and nine credits during the summer sessions.

Academic Standards, Maintenance

Students are required to maintain satisfactory academic standards of scholastic performance. Candidates for a master's degree or certificate must maintain a 3.00 grade point average.

Auditing

A student who wishes to audit a graduate course may do so only in consultation with the course instructor. A Permission to Audit form, available at the dean's office, must be completed and presented at registration during the regular registration period. No record of class attendance, participation, or grades will be kept. The tuition for auditing is one-half of the credit tuition, except for those hands-on courses involving the use of a computer workstation. In this case, the audit tuition is the same as the credit tuition. Conversion from audit to credit status will be permitted only before the third class and with the permission of the course instructor.

Time to Complete Degree

Students are expected to complete all requirements for the MBA and M.S. programs within five years after beginning their course work. Students completing certificate programs must fulfill their requirements within three years of beginning course work. Each student is expected to make some annual progress toward the degree or certificate to remain in good standing.

A student who elects to take a leave of absence must submit a request, in writing, to the dean.

Applications for and Awarding of Degrees

All students must file an application for the master's degree and the certificate of advanced study in the dean's office by the published deadline. Graduate students must successfully complete all requirements for the degree in order to participate in commencement exercises. Refer to the calendar for the degree application deadline.

Graduation and Commencement

Diplomas are awarded in January, May, and August (see calendar for application deadlines). Students who have been awarded diplomas in the previous August and January, and those who have completed all degree requirements for May graduation, are invited to participate in the May commencement ceremony. Graduate students must successfully complete all requirements for the degree in order to participate in commencement.

Grading System

Grades; Academic Average

The work of each student is graded on the following basis:

A	Excellent
B	Good
C	Fair
F	Failed
I	Incomplete
P	Pass
W	Withdrew without penalty

The symbol + suffixed to the grades of B and C indicates the upper ranges covered by those grades. The symbol - suffixed to the grades A, B, and C indicates the lower ranges covered by those grades.

The grade of incomplete is given at the discretion of individual professors. All coursework must be completed within 30 days after the last class in the course for which a student has received an incomplete grade, after which the I becomes an F. Pass or Fail grades are used in a limited number of courses.

No change of grade will be processed after a student has graduated. Any request for the change of an earned letter grade is at the discretion of the original teacher of the course and must be recommended in writing to the dean by the professor of record within one calendar year of the final class of the course or before graduation, whichever comes first.

A student may request an extension of the one-year deadline from the dean of their school if he or she can provide documentation that extenuating circumstances warrant an extension of the one-year deadline. Such an extension may be approved only if the professor of record agrees to the extension and an explicit date is stipulated by which the additional work must be submitted.

A change of an incomplete grade follows the established policy.

A student who elects to withdraw from a course must obtain written approval from the dean. Refunds will not be granted without written notice. The amount of tuition refund will be based upon the date the notice is received. Fees are not refundable unless a course is canceled.

Each grade has a numerical value as follows:

A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
F	0.00

Multiplying a grade's numerical value by the credit value of a course produces the number of quality points earned by a student. The student's grade point average is computed by dividing the number of quality points earned by the total number of credits completed, including failed courses. The average is rounded to the nearest second decimal place.

Incomplete

An incomplete grade is issued in the rare case when, due to an emergency, a student makes arrangements - in advance and with the professor's and the dean's permission - to complete some of the course requirements after the semester ends. All course work must be completed within 30 days of the end of the term. Any I still outstanding after the 30-day extension will become an F and the student will be excluded from the program.

Transfer of Credit

Transfer of credit from another approved institution of higher learning will be allowed if it is graduate work done after the completion of a bachelor's program and completed prior to entering Fairfield University.

No more than six credits may be transferred. Transfer credit will be considered for graduate coursework earned with a grade of B or better. An official transcript of the work done must be received before a decision will be made on approving the transfer.

Scholastic Honors

Beta Gamma Sigma - The Honor Society for AACSB-Accredited Business Programs

Beta Gamma Sigma is an international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business programs

accredited by The AACSB International - The Association to Advance Collegiate Schools of Business. With more than 440,000 members worldwide, the Society's membership comprises the brightest and best of the world's business leaders. At Fairfield University, the top five percent of juniors, top ten percent of seniors, and top twenty percent of graduate students are eligible for membership. Each spring, an induction ceremony is held at the Charles F. Dolan School of Business to welcome new members into the Society.

Beta Gamma Sigma membership provides recognition for a lifetime. With alumni chapters in major metropolitan areas across the United States and the BetaLink online membership community, those recognized for their academic achievements at Fairfield University can continue an active relationship with Beta Gamma Sigma long after graduation. This lifelong commitment to its members' academic and professional success is defined in the Society's mission: To encourage and honor academic achievement in the study of business and personal and professional excellence in the practice of business.

Disruption of Academic Progress

Academic Probation/Dismissal

A student whose overall grade point average falls below 3.00 in any semester is placed on probation for the following semester. If the overall grade point average is again below 3.00 at the end of that semester, the student may be dropped from the School. Any student who receives two course grades below 2.67 or B- will be excluded from the program.

Withdrawal

Students who wish to withdraw from a single course, all courses, or the School, must submit a written statement of their intention to the appropriate dean for approval. Failure to attend class or merely giving notice to an instructor does not constitute an official withdrawal and may result in a penalty grade(s) being recorded for the course(s). In general, course withdrawals are not approved after the sixth scheduled class. In extreme cases, exceptions may be approved by the dean.

Readmission

All students who interrupt their education for more than 12 successive months must be reinstated. Requests for reinstatement may be made by letter to the assistant dean at least one month prior to enrollment in courses. If a student has been inactive for 24 months or longer, it will be necessary to submit a new application for admission to graduate programs. A review of past work will determine the terms of readmission.

Students who receive a master's degree from Fairfield University and who want to begin programs leading to a certificate of advanced study are required to file a new application of admission.

Academic Grievance

Procedures for review of academic grievances protect the rights of students, faculty, and the University by providing mechanisms for equitable problem solving.

A grievance is defined as a complaint of unfair treatment for which a specific remedy is sought. It excludes circumstances that may give rise to a complaint for which explicit redress is neither called for nor sought, or for which other structures within the University serve as an agency for resolution.

Academic grievances relate to procedural appeals or to academic competence appeals, or to issues of academic dishonesty. Procedural appeals are defined as those seeking a remedy where no issue of the quality of the student's work is involved. For example, a student might contend that the professor failed to follow previously announced mechanisms of evaluation.

Academic competence appeals are defined as those seeking a remedy because the evaluation of the quality of a student's work in a course is disputed. Remedies would include but not be limited to awarded grade changes, such as permission to take make-up examinations or to repeat courses without penalty.

Academic dishonesty appeals are defined as those seeking a remedy because of a dispute over whether plagiarism or cheating occurred. Remedies would include but not limited to removal of file letter, change of grade, or submitting new or revised work.

The procedures defined here must be initiated within one semester after the event that is the subject of the grievance.

Informal Procedure

Step one: The student attempts to resolve any academic grievance with the faculty member, department chair, or other individual or agency involved. If, following this initial attempt at resolution, the student remains convinced that a grievance exists, she or he advances to step two.

Step two: The student consults the chair, or other individuals when appropriate, bringing written documentation of the process up to this point. If the student continues to assert that a grievance exists after attempted reconciliation, he or she advances to step three.

Step three: The student presents the grievance to the dean of the school in which the course was offered, bringing to this meeting documentation of steps one and two. If the dean's attempts at mediation prove unsuccessful, the student is informed of the right to initiate formal review procedures.

Formal Procedure

Step one: If the student still believes that the grievance remains unresolved following informal procedures, she or he initiates the formal review procedure by making a written request through the dean of the school in which

the course was offered for a formal hearing in the academic vice president's office. Such a request should define the grievance and be accompanied by documentation of completion of the informal process. It should also be accompanied by the dean's opinion of the grievance.

Step two: The academic vice president determines whether the grievance merits further attention. If not, the student is so informed.

If, however, the grievance does merit further attention, the academic vice president determines whether it is a procedural, competence, or academic dishonesty appeal.

- If it relates to a procedural matter, the academic vice president selects a dean (other than the dean of the involved school) to chair a grievance committee.
- If it relates to an academic competence matter, the academic vice president requests from the dean involved the names of two outside experts to serve as a consultant panel in determining the merit of the student's grievance.
- If it relates to academic dishonesty, the academic vice president will convene a committee comprised of a dean and two faculty from outside the department in which the course was offered to review the material and the sanctions.

In addition, in some instances it may be possible for the academic vice president to settle the grievance.

Step three: For procedural appeals, the grievance committee takes whatever steps are deemed appropriate to render a recommendation for resolving the grievance. The committee adheres to due process procedures analogous to those in the Faculty Handbook.

For competence appeals, the academic vice president contacts the outside panel members and requests that they review the case in relation to its content validity.

For academic honesty appeals, the academic vice president will request that the committee present a written report of their findings relating to the validity of the charge and the sanctions.

Step four: The recommendation from either the grievance committee or the panel is forwarded to the academic vice president in written form, accompanied, if necessary, by any supporting data that formed the basis of the recommendation.

Step five: The academic vice president renders a final and binding judgment, notifying all involved parties. If the grievance involves a dispute over a course grade given by a faculty member, the academic vice president is the only University official empowered to change that grade, and then only at the recommendation of the committee or panel.

Transcripts

Graduate transcript requests should be made in writing to the University Registrar's Office in Canisius Hall. There is a $4 fee for each copy (faxed transcripts are $6). Students should include the program and dates that they attended in their requests. In accordance with the general practices of colleges and universities, official transcripts with the University seal are sent directly by the University. Requests should be made one week in advance of the date they are needed. Requests are not processed during examination and registration periods.

Student Records

Under the Family Educational Rights and Privacy Act passed by Congress in 1974, legitimate access to student records has been defined. A student at Fairfield University, who has not waived that right, may see any records that directly pertain to the student. Excluded by statute from inspection is the parents' confidential statement given to the financial aid office and medical records supplied by a physician.

A listing of records maintained, their location, and the means of reviewing them is available in the dean's office. Information contained in student files is available to others using the guidelines below:

1. Confirmation of directory information is available to recognized organizations and agencies. Such information includes name, date of birth, dates of attendance, address.
2. Copies of transcripts will be provided to anyone upon written request of the student. Cost of providing such information must be assumed by the student.
3. All other information, excluding medical records, is available to staff members of the University on a need-to-know basis; prior to the release of additional information, a staff member must prove his or her need to know information to the office responsible for maintaining the records.

A Message from the Dean

Excellence is what the business community demands of its leaders and what drives the activities of the Charles F. Dolan School of Business at Fairfield University. Our high quality was recognized in 1997 when AACSB International - The Association to Advance Collegiate Schools of Business accredited our undergraduate and graduate degree programs. Only 30 percent of all business schools are so recognized.

This recognition stems from the success we have had in educating undergraduate and graduate students to be successful and responsible business leaders dedicated to pursuing excellence. We focus on being worldwide leaders in business curriculum innovation and, in our graduate programs, on teaching current best practices for solutions to business problems within the context of a rigorous conceptual framework. The School partners with its stakeholders in the business community to offer programs in a technologically advanced, active learning environment. This active learning environment brings actual organizational problems into the classroom and puts students into real-life organizational settings. This approach enables us to create a seamless learning environment that builds on our faculty's excellence - and an average of 10 years of business experience - in their respective disciplines. Students graduating from the Dolan School of Business are thus equipped with state-of-the-art knowledge in current business concepts and practices. Our top-notch programs and faculty are appropriately housed in a building dedicated to the School of Business. The educational facilities available to students in this building and on the entire campus are second to none.

This exciting business learning environment is enhanced by our key geographic location. More than 40 Fortune 500 firms are headquartered in Fairfield County, with nearly 100 more headquartered in New York City and lower Westchester County, N.Y. In addition, Fairfield County hosts the country's largest concentration of foreign multinational corporations with U.S. headquarters.

Because we are so highly regarded by the business community, each year the School plays host to numerous high-level executives - many of them alumni - who visit our classes and share their expertise with our students. Our business degree can be a passport to success in the job market. Our students are widely sought after by top firms upon graduation.

We believe that the Charles F. Dolan School of Business at Fairfield University offers you a tremendous opportunity to complete your undergraduate and graduate business education in a unique academic and professional environment. We look forward to welcoming you!

Norman A. Solomon

Dr. Norman A. Solomon
Dean, Charles F. Dolan School of Business

THE CHARLES F. DOLAN SCHOOL OF BUSINESS

The Charles F. Dolan School of Business was established in 1978, having been a Department of Business Administration for 31 years within the College of Arts and Sciences. In 1981, in response to a stated need by the Fairfield County business community, the School began its master of science in financial management program. The certificate for advanced study in finance was initiated in 1984. In 1994, in response to unprecedented market demand, the School introduced the master of business administration program that now has concentrations in accounting, finance, general management, human resources management, information systems and operations management, international business, marketing, and taxation.

The School received full accreditation of its graduate and undergraduate programs by AACSB International — The Association to Advance Collegiate Schools of Business on March 6, 1997. In 2000, the School's advancement was recognized further by a generous $25 million gift from Charles F. Dolan, founder and chairman of Cablevision Systems Corp. and a long-time friend and trustee of the University, for whom the School is now named.

The School is housed in a state-of-the-art facility with 11 classrooms, three computer labs, eight group workrooms, and outstanding media and technology equipment. The building has extensive lounge and meeting areas for student activities and unrivaled offices for faculty and staff. The School's building and facilities are among the best in the nation and reflect the continual development and unlimited potential of the Charles F. Dolan School of Business.

Mission Statement and Goals of the Dolan School of Business

In keeping with the mission of Fairfield University, the Dolan School of Business is committed to preparing students for leadership success in their personal and professional lives and, in the Jesuit tradition of educating the whole person, who are socially responsible and prepared to serve others.

The programs and curricula of the School are directed at a diverse population of students. Through innovation and integration of the many disciplines in the arts and sciences with those of commerce, our programs encourage the acquisition of interdisciplinary knowledge, personal skills, and technical competencies necessary in our increasingly complex, diverse, and sophisticated world.

The School emphasizes excellence in the classroom, in scholarly research, and in the application of concepts to the world of business. In addition, the School:

- Strives to attend to and develop all students to their fullest potential in accord with their needs, talents, and goals. This requires a commitment to teaching the whole person and recognition that excellence in teaching is the School's number one priority.
- Strives through its graduate and undergraduate programs to be recognized by the business and educational communities as one of the best, if not the best, small comprehensive universities in the nation. The School serves students who have been selected for their high intellectual and leadership capacities, and who are likely to make outstanding contributions to the world of business, within the philosophy of the Jesuit tradition.
- Fosters excellence in its faculty, curricula, staff, facilities, and programs through the devotion of resources for instructional and faculty and staff development to enhance the learning process of its students and maximize the potential of faculty and staff.
- Strives to serve the expectations and needs of its stakeholders, at the University and beyond the campus borders, by continuously reviewing, evaluating, and adapting its mission, goals, programs, curricula, resource bases, intellectual contribution, and overall activity.
- Strives to create within its students and the community an understanding and appreciation of the interrelationships of business, legal, social, and cultural systems through teaching, internships, faculty and student exchange programs, and resource networks, so that students are prepared to meet the challenges of the global village in a socially responsible manner.
- Seeks to create a community of scholars, faculty, and students dedicated to understanding and responding to the needs of organizations and institutions; to creating outstanding academic programs that foster the development of humane and ethical organizations; and to contributing to the intellectual capital of the academy through the application of basic and applied research.
- Strives to maintain an appropriate balance of faculty in each discipline area within the School to serve the programs offered and satisfactorily meet stakeholder needs; to maintain a balance of teaching, intellectual contribution, and service within each discipline area consistent with the excellence articulated in its mission; and to create a faculty development system consistent with achieving excellence in instructional development and intellectual contribution.

In carrying out its mission, the School typically admits graduate students who have an average of three or more years of professional experience. Generally, the

School admits graduate students who meet the minimum criteria of a formula score of 1100. The formula score is the result of multiplying an applicant's grade point average by 200 and adding that product to his or her GMAT score. In most cases, this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500. Moreover, the School requires all students seeking admission to its graduate programs to demonstrate that they either have performed satisfactorily at the undergraduate level in microeconomics, macroeconomics, college-level mathematics, and statistics, or will take those courses at the University or elsewhere.

In addition, the admission process requires complete, official transcripts of all undergraduate work, two recommendations, and a self-evaluation of work experience. A committee on graduate admissions reviews the applications and selects those who will be accepted to the program.

The School offers classes at night and on weekends to serve the needs of part-time graduate students from the regional business community and full-time students. Class sizes are small, 20 to 25 students on average, with an emphasis on close interaction between the individual and the faculty member. The School is dedicated to the use of the latest classroom teaching technologies and it has a balanced emphasis between individual assignments and group work in a variety of different classroom formats, such as lectures, case work, experiential exercises, business projects, and research papers.

The School designs individual programs of study for students, enabling them to meet their educational goals and professional objectives. These program designs are completed upon matriculation, and each semester students may update or amend their plans in consultation with the director of graduate programs.

The School's faculty members have extensive professional business experience to accompany their strong academic preparation, which includes earned doctorates and, in nearly every case, previous academic work in the liberal arts and sciences, scholarly contributions and ongoing research interests, and continuing professional involvement in their chosen areas of expertise. They are dedicated to teaching excellence and their strong business and academic backgrounds give them a unique ability to bridge the gap between theory and practice.

Dolan Graduate Business Association

The Dolan Graduate Business Association (DGBA) was formed at Fairfield University to improve and enrich the experience of graduate students, alumni, faculty, and administrative staff. The DGBA strives to build successful business leaders and enhance the reputation of the Dolan School of Business. The DGBA is dedicated to developing business skills and intellectual talents of graduate students through activities, student clubs, social events, and networking opportunities within the student body, throughout the alumni network, and in the business community. In addition, the association serves as a conduit for community members interested in the resources and business opportunities available through the Dolan School of Business.

THE MASTER OF BUSINESS ADMINISTRATION PROGRAM

An MBA is meant to be a generalist degree that covers all the relevant topical areas and gives students the opportunity to specialize, but not major, in a functional area of business. The MBA program includes core courses, breadth courses, specialization or concentration courses, a free elective, and a required capstone course.

The core courses are designed to provide fundamental tools and functional area competencies for students who did not major in a business specialty as undergraduates, did not perform well academically as undergraduates, or took only a portion of the functional and tool courses that comprise the MBA core. For example, a student who majored in economics as an undergraduate probably has sufficient background in economics, mathematics, and statistics, but lacks course work in marketing, accounting, finance, organizational behavior, etc. Therefore, the economics major would need to complete the missing core courses in order to have the same set of fundamental competencies as a student who majored in a business discipline. This is called "leveling," where everyone starts at the same level, or nearly so, before they go on to take advanced coursework. Therefore, the core courses are prerequisites to the full MBA program.

The full MBA program consists of the breadth and specialization courses. The AACSB International accreditation standards require at least 30 semester hours of study beyond the core. The Dolan School limits the number of options that it offers in the breadth and specialization courses to strengthen the program pedagogically with a strong set of breadth courses that everyone must take, and a limited number of specialization electives to provide a focus for each concentration. The capstone course, taken after the completion of core, breadth, and other concentration courses, is aimed at giving all MBA students a comprehensive overview of global competitive strategy, essential in today's global economy.

Course waiver policy: Students admitted to the graduate programs may be able to waive selected courses on the basis of previous course work, relevant work experience when combined with related course work, or a program of undergraduate study completed with a grade of B or better. A maximum of six core courses may be waived in the MBA Core. Generally, the student's undergraduate degree must have been earned within five years of the date of enrollment in the graduate program for those undergraduate courses to be considered for waivers.

Computer usage: All students are expected to demonstrate and/or attain proficiency in the use of computers during their program of study. Usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use, and each student should obtain a computer account for access to the University's mainframe systems.

The MBA Curriculum

All courses are 3 credits unless otherwise noted.

Core courses (18 credits)

Core courses are designed to be taken before breadth and elective courses.

AC 400	Introduction to Accounting
FI 400	Principles of Finance
MG 400	Organizational Behavior
MK 400	Marketing Management
OM 400	Integrated Business Processes
QA 400	Applied Business Statistics

Breadth courses (18 credits)

AC 500	Accounting Information for Decision-Making
FI 500	Shareholders Value
IS 500	Information Systems
MG 500	Managing People for Competitive Advantage
MG 503	Legal and Ethical Environment of Business
MK 500	Customer Value

Concentration/Specialization Areas** (12 credits)

Accounting*
Finance
General Management
Human Resources Management
Information Systems and Operations Management
International Business
Marketing
Taxation*

**Only students with a bachelor's degree in accounting or the equivalent may pursue these concentrations.*
*** At least one of a student's concentration courses must be designated as a research course (See the section on MBA concentrations).*

Free Elective (3 credits)

Students select an additional course from any concentration area.

Capstone Course (3 credits)

MG 584 Global Competitive Strategy

Each student takes this course at the end of his or her graduate program.

MBA Concentrations

Accounting Concentration

To earn an MBA with a concentration in accounting, students must successfully complete the MBA core and breadth courses, the area of concentration in accounting, and the capstone course.

To be eligible for admission to this area of concentration, students must have an undergraduate degree (B.S. or B.A.) with a major in accounting or the equivalent. The equivalent of an undergraduate degree in accounting includes the successful completion of: intermediate accounting (six credits), advanced accounting (three credits), cost accounting (three credits), auditing (three credits), and taxation (three credits). Deficiencies will be handled on a case-by-case basis.

Required concentration course

AC 590* Contemporary Issues in Accounting

Elective concentration courses

*Students select three from the following list**:*

AC 520* International Business, Accounting, and Tax Issues
AC 530 Accounting for Governments, Hospitals, and Universities
AC 550* Accounting Information Systems and Technology
AC 560 Issues in Auditing and Assurance Services

**Students pursuing a concentration in accounting may substitute one of the following taxation courses as an elective:*

TX 510 Corporate and Shareholder Taxation
TX 520* Estate and Gift Taxation
TX 522* Taxation of Flow-Through Entities, Shareholders, and Beneficiaries

**Designated as research courses*

Finance Concentration

Required concentration courses

FI 530 Corporate Finance
FI 540* Investment Analysis

Elective concentration courses

Students select two courses from the following list:

FI 535 Working Capital Management
FI 545 Portfolio Management
FI 555* International Financial Management
FI 560 Global Financial Markets and Institutions
FI 565* Derivative Securities and Financial Risk Management
FI 570 Fixed Income Securities
FI 575 Capital Budgeting
FI 585 Seminar: Contemporary Topics in Finance

**Designated as research courses*

Information Systems and Operations Management Concentration

Students in the Information Systems and Operations Management concentration take four courses: three advanced graduate courses in Information Systems (IS) or Operations Management (OM), and one advanced (500 level) graduate course from any business school department. A student may substitute an IS or OM advanced graduate course with an alternative graduate course, such as one from the School of Engineering's M.S. in Management Technology program, with the approval of the IS&OM department chair.

Students select three courses from the following list:

IS 501* International Information Systems
IS 503 Data Mining and Warehousing
IS 585* Contemporary Topics in Information Systems and Operations Management
OM 504 Service Operations Management
OM 508* Strategic Management of Technology and Innovation (same as MG 508*)
OM 535* Global Logistics and Supply Chain Management

**Designated as research courses*

International Business Concentration

Required concentration course

IB 585 International Business Management

Elective concentration courses

Students select three courses from the following list:

AC 520 International Business, Accounting, and Tax Issues
FI 555 International Financial Management
FI 560 Global Financial Markets and Institutions
IB 565* International Business Seminar
IB 580 Study Abroad
IS 501* International Information Systems
MG 535* Managing People for Global Business
MG 550 International Business Law and Regulation
MG 540 Cross-Cultural Management
MK 550 Global Marketing

**Designated as research courses*

Management Concentrations

General Management Concentration

Required concentration course

MG 504 Leadership

Elective concentration courses

Students must take three electives: two General Management electives selected from the following list, or one from the following list and one from the list of Human Resources Management electives, and a third elective to be approved by an MBA advisor.

MG 505* Human Resources Strategies
MG 506 Organizational Culture
MG 507 Negotiation and Dispute Resolution
MG 508* Strategic Management of Technology and Innovation
MG 510 Management Communication, Power, and Influence
MG 520 Diversity in the Workplace
MG 530 Entrepreneurship
MG 540 Cross-Cultural Management
MG 550 International Business Law and Regulation
MG 580 Seminar: Contemporary Topics in Management

Human Resources Management Concentration

Required concentration course

MG 505* Human Resources Strategies

Elective concentration courses

Students must take three electives: two Human Resources Management electives from the following list, or one from the following list and one from the list of General Management electives, and a third elective to be approved by an MBA advisor.

MG 525 Performance, Management, and Reward
MG 535 Managing People for Global Business
MG 545* Law and Human Resources Management
MG 555 Labor Relations
MG 595 Seminar: Contemporary Topics in Human Resources Management

**Designated as research courses*

Marketing Concentration

Required concentration courses

MK 510 Customer Behavior
MK 520* Marketing Research

Elective concentration courses

Students select two courses from the following list:

MK 535 Building Brand Equity
MK 540 Advertising Management
MK 550 Global Marketing
MK 560 Business-to-Business Marketing in the Internet Economy
MK 570 Internet Marketing
MK 585 Seminar: Contemporary Topics in Marketing

**Designated as research courses*

Taxation Concentration

Required concentration courses

TX 550* Tax Planning

Elective concentration courses**

TX 510 Corporate and Shareholder Taxation
TX 520* Estate and Gift Taxation
TX 522* Taxation of Flow-Through Entities, Shareholders and Beneficiaries

***Students pursuing a concentration in taxation may substitute one of the following accounting courses as an elective:*

AC 520* International Business, Accounting and Tax Issues
AC 530 Accounting for Governments, Hospitals, and Universities
AC 550* Accounting Information Systems and Technology
AC 560 Issues in Auditing and Assurance Services

**Designated as research courses*

Overall Program Requirements

Core courses	18 credits
Breadth courses	18 credits
Concentration courses	12 credits
Free Elective	3 credits
Capstone course	3 credits
Total requirements	54 credits

A minimum of 36 graduate credit hours must be completed at Fairfield University for the MBA degree.

THE MASTER OF SCIENCE IN FINANCE PROGRAM

The M.S. in finance provides unique opportunities for individuals who want to enhance their career opportunities in the areas of investments, corporate finance, or banking. The main program consists of 10 three-credit courses (seven required and three electives) and is especially useful for those who want to pursue advanced certification, such as the CFA, CFM, CFP, etc. Applicants should hold an undergraduate or an MBA degree and have an adequate background in the areas of microeconomics, macroeconomics, financial accounting, and statistics. Applicants lacking proper training in these areas will need to take preparatory courses in addition to the main course work.

The M.S. in Finance Curriculum

Required courses (21 credits)

FI 530	Corporate Finance
FI 540	Investment Analysis
FI 545	Portfolio Management
FI 555	International Financial Management
FI 560	Global Financial Markets and Institutions
FI 565	Derivative Securities and Financial Risk Management
FI 595	Research Methods in Finance

Elective courses (9 credits)

FI 500	Shareholder Value
FI 525	Working Capital Management
FI 570	Fixed Income Securities
FI 575	Capital Budgeting
FI 585	Seminar: Contemporary Topics in Finance
FI 597	Independent Seminar in Finance

Overall program requirements

Required courses	21credits
Elective courses	9 credits
Total requirements	30 credits

ONE-YEAR MASTER OF BUSINESS ADMINISTRATION IN ACCOUNTING OR TAXATION

The One-Year MBA Program in Accounting or Taxation is a full-time program designed for a student who has completed an undergraduate degree with a major in accounting. Together with the bachelor's degree, the program fulfills the 150-hour criterion to sit for the uniform CPA examination, as passed in the State of Connecticut and most other jurisdictions. Students typically enter the program in the summer following the completion of their undergraduate program. Most students are able to complete the program in three semesters: summer, fall, and spring. Students follow the MBA curriculum and choose either a concentration in accounting or a concentration in taxation as described on pages 19-20.

THE CERTIFICATE PROGRAMS FOR ADVANCED STUDY

The certificate programs for advanced study (C.A.S.) in accounting, finance, general management, human resources management, information systems and operations management, international business, marketing, and taxation provides opportunities for qualified professionals to enhance their competency and update their skills in an area of specialization.

The 15-credit program is designed to provide a complete integration between the theory and practice of contemporary business. The C.A.S. programs are suitable for working professionals who have already earned a graduate degree, but whose responsibilities are currently or are expected to be in a particular specialty and desire greater depth of academic preparation in that subject area, or for individuals outside of the area who desire to understand multifunctional thinking in order to compete effectively in the marketplace.

The program requires completion of the subject area's required course plus four additional elective courses, for a total of 15 credits in the area of specialization. All programs of study are planned with the help of the assistant director of graduate programs and consider the interests and goals of the participant.

Candidates for the certificate are to complete all requirements within three years of beginning their course work. They are expected to make some annual progress toward the certificate in order to remain in good standing. A candidate who elects to take a leave of absence must notify the dean in writing.

Grades and academic average computation are identical to those of the MBA and M.S. programs. Certificates are awarded to candidates who complete their programs with at least a 3.00 overall grade point average.

Course Descriptions

All courses are 3 credits unless otherwise noted.

AC 400 Introduction to Accounting
This course examines the basic concepts necessary to understand the information provided by financial and managerial accounting systems. The focus is on interpretation of basic information, as students learn about internal and external financial reporting. Topics include accrual accounting, revenue, and expense recognition; accounting for assets, liabilities, and equities; accumulation and assignment of costs to products and services; and budgeting.

AC 500 Accounting Information for Decision-Making
This course emphasizes the use of accounting information by managers for decision-making. It is designed to provide managers with the skills necessary to interpret analytical information supplied by the financial and managerial accounting systems. The financial accounting focus is on understanding the role of profitability, liquidity, solvency, and capital structure in the management of the company. The managerial accounting focus is on the evaluation of organizational performance of cost, profit and investment centers. (Prerequisite: AC 400 or equivalent)

AC 520 International Business, Accounting, and Tax Issues*
This course examines the cultural context of business and its impact on accounting and tax systems, as well as current issues affecting the business entity in a global environment.

AC 530 Accounting for Governments, Hospitals, and Universities
This course examines the fund accounting systems used by governments, hospitals, and universities. Topics may include fund accounting, budgeting, and cost control systems.

AC 550 Accounting Information Systems and Technology*
This course analyzes the methods used to capture, process, and communicate accounting information in a modern business enterprise. Students learn to document business transaction cycles, identify weaknesses, and recommend internal control improvements. They also design and build a module of an accounting information system using appropriate database technology. (Prerequisite: AC 365 or equivalent is strongly recommended)

AC 560 Issues in Auditing and Assurance Services
This course examines current problems and issues in auditing and assurance services. Designed with a modular format that facilitates the updating of topics as needed, it may include the following: independence, materiality, forensic accounting, e-commerce transaction auditing, assurance services, management of the information systems audit function, internal auditing, fraud detection, and the evaluation of audit evidence. (Prerequisite: AC 330 or equivalent)

AC 590 Contemporary Issues in Accounting*
This course discusses emerging issues, recent pronouncements of accounting rule-making bodies and unresolved controversies relating to contemporary financial reporting, taking into consideration institutional, historical, and international perspectives. Topics may include revenue recognition, earnings quality, international harmonization, social responsibility, and e-commerce issues. (Prerequisite: Completion of all electives for the accounting concentration is recommended.)

FI 400 Principles of Finance
This course examines the fundamental principles of modern finance that are helpful in understanding corporate finance, investments, and financial markets. More specifically, the course examines the time value of money; the functioning of capital markets; valuation of stocks, bonds, and corporate investments; risk measurement; and risk management. Students learn to use sources of financial data and spreadsheets to solve financial problems. (This course must be taken after AC 400 and QA 400)

FI 500 Shareholder Value
This course examines business decision-making with the aim of creating and managing value for shareholders. Accordingly, students learn how to lead and manage a business in a competitive environment. This involves the formulation of corporate objectives and strategies, operational planning, and integration of various business functions leading to greater shareholder value. Topics include investment and strategic financial decision-making. A business simulation facilitates the learning process. (Prerequisite: FI 400)

FI 530 Corporate Finance
This course provides an exploration of theoretical and empirical literature on corporate financial policies and strategies. More specifically, the course deals with corporate investment decisions, capital budgeting under uncertainty, capital structure and the cost of capital, dividends and stock repurchases, mergers and acquisitions, equity carve-outs, spin-offs, and risk management. (Prerequisite: FI 500)

FI 535 Working Capital Management
Students examine the theory, practice, and corporate policy of the management of current assets and current liabilities. Topics include cash and marketable securities management, cash budgeting, inventory control, accounts receivable management, and short- and intermediate-term financing. (Prerequisite: FI 530)

FI 540 Investment Analysis*
This course examines the determinants of valuation for bonds, stocks, options, and futures, stressing the function of efficient capital markets in developing the risk-return tradeoffs essential to the valuation process. (Prerequisite: FI 500)

FI 545 Portfolio Management
Students examine how individuals and firms allocate and finance their resources between risky and risk-free assets to maximize utility. Students use an overall model that provides the sense that the portfolio process is dynamic as well as adaptive. Topics include portfolio pianning, investment analysis, and portfolio selection, evaluation, and revision. (Prerequisite: FI 540)

FI 555 International Financial Management*
The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance, evaluating the alternatives available to market participants in terms of risk and benefits. Topics include exchange rate determination, exchange rate exposure, basic financial equilibrium relationships, risk management including the use of currency options and futures, international capital budgeting and cost of capital, and short-term and international trade financing. (Prerequisite: FI 530)

FI 560 Global Financial Markets and Institutions
This course examines financial markets in the context of their function in the economic system. The material deals with the complexity of the financial markets and the variety of financial institutions that have developed, stressing the dynamic nature of the financial world, which is continually evolving. (Prerequisite: FI 540)

FI 565 Derivative Securities and Financial Risk Management*
This course offers in-depth coverage of derivative securities, such as options futures and swaps, covering traditional as well as more exotic derivatives. The course includes analysis of the principles that govern the pricing and the two most important uses of these securities, hedging and speculation, and emphasizes the use of derivatives in managing risk exposure and assessing value at risk. (Prerequisite: FI 540)

FI 570 Fixed Income Securities
This course deals extensively with the analysis and management of fixed income securities, which constitute almost two-thirds of the market value of all outstanding securities. The course provides an analysis of treasury and agency securities, corporate bonds, international bonds, mortgage-backed securities, and related derivatives. More specifically, this course provides an in-depth analysis of fixed income investment characteristics, modern valuation, and portfolio strategies. (Prerequisite: FI 540)

FI 575 Capital Budgeting
This course examines the decision methods employed in long-term asset investment and capital budgeting policy. The course includes a study of quantitative methods used in the capital budgeting process: simulation, mixed integer programming, and goal programming. Students use these techniques and supporting computer software to address questions raised in case studies. (Prerequisite: FI 530)

FI 585 Seminar: Contemporary Topics in Finance
This course presents recent practitioner and academic literature in various areas of finance, including guest speakers where appropriate. Topics vary each semester to fit the interests of the seminar participants. (Prerequisite: FI 530 and FI 540)

FI 595 Research Methods in Finance
This course, open to M.S. in finance students only, deals extensively with applied research methods in finance, a highly empirical discipline with practical relevance in the models and theories used. The central role of risk distinguishes research methodology in finance from the methodology used in other social sciences, necessitating the creation of new methods of investigation that are adopted by the finance industry at an astonishingly fast rate. For example, methods of assessing stationarity and long-run equilibrium, as well as methods measuring uncertainty, found a home in the finance area. This course covers traditional and new research methods that are directly, and in most instances, solely applicable to finance problems. (Prerequisites: FI 530 and FI 540)

FI 597 Independent Seminar in Finance
This course, which is open to M.S. in finance students only, provides participants with the opportunity to explore a financial topic of interest in depth, immersing students in detailed investigations requiring substantial research and analysis. (Prerequisite: FI 595)

IB 565 International Business Seminar*
This course examines recent practitioner and academic literature in various areas of international management, incorporating guest speakers where appropriate. Topics vary each semester to fit the interests of the seminar participants. (Prerequisite: IB 585)

IB 580 Study Abroad
This program provides students with the opportunity to supplement their class lectures and assignments on a specific topic during a visit to specific world region. This program offers students the invaluable experience of visiting a company and meeting business leaders in another country to learn about their culture and business practices.

IB 585 International Business Management
This course is designed from the perspective of business practitioners who are involved in operating and managing day-to-day operations of their firms and in planning their firms' diversification. Modern managers are operating in a rapidly changing environment and they can succeed in this risky environment only if they understand the dynamics of internationalization and are adept in adjusting their modus operandi.

IS 500 Information Systems
This course provides a managerial perspective on information systems and technologies, and their enabling roles in business strategies and operations. The course uses case studies to facilitate discussions of practical application and issues involving strategic alignments of organizations, resource allocation, integration, planning, and analysis of cost, benefit, and performance. At appropriate points in the course, students use information technology software and tools, such as Group Support Systems (GSS), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and eCommerce. (Prerequisite: Competency in basic office software, such as Microsoft Office)

IS 501 International Information Systems*
This course examines information technology environments around the world, and attendant challenges to business strategy and information systems design. The course identifies geographic and institutional variables that create borders in the global Internet economy: material infrastructures, socio-economic elements, and political-legal systems. The course emphasizes national and regional strategies, emergent technologies, hybrid systems, and equity issues. (Prerequisite: IS 500 or permission of instructor.)

IS 503 Data Mining and Data Warehousing
This course offers an in-depth look at building a data warehouse and its use in data mining. Making use of a modern DBMS, the course examines the areas of analysis, design, and construction of data warehouses. Students, working in teams, focus on the phases of building the data warehouse and explore its contents with data-mining techniques, such as predictive data mining and knowledge discovery (Prerequisite: IS 500 or permission of instructor).

IS 585 Contemporary Topics in Information Systems and Operations Management*
This course draws from current literature and practice on information systems and/or operations management. The topics change from semester to semester, depending on student and faculty interest and may include: project management, e-business, management science with spreadsheets, e-procurement, executive information systems, ethics, and other socio-economic factors in the use of information technology. (Prerequisite: IS 500 or permission of instructor)

MG 400 Organizational Behavior
This course examines micro-level organizational behavior theories as applied to organizational settings. Topics include motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development, and strategies for change at the individual and group levels. The course uses an experiential format to provide students with a simulated practical understanding of these processes in their respective organizations.

MG 500 Managing People for Competitive Advantage
This course focuses on effectively managing people in organizations by emphasizing the critical links between strategy, leadership, organizational change, and human resource management. The course strives to assist students from every concentration – including finance, marketing, information systems, and accounting – to become leaders who can motivate and mobilize their people to focus on strategic goals. Topics include the strategic importance of people, leading organizational change, corporate social responsibility, implementing successful mergers and acquisitions, and fundamentals of human resource practices. Discussions interweave management theory with real-world practice. Class sessions are a combination of case discussions, experiential exercises, and lectures.

MG 503 Legal and Ethical Environment of Business
This course helps students be more responsible and effective managers of the gray areas of business conduct that call for normative judgment and action. The course is designed to develop skills in logical reasoning, argument, and the incorporation of legal, social, and ethical considerations into decision-making. The course teaches the importance of legal and ethical business issues and enables students to make a difference in their organizations by engaging in reasoned consideration of the normative aspects of the firm. Using the case method, the course provides an overview of current topics, including the legal process, corporate governance, employee rights and responsibilities, intellectual property and technology, and the social responsibility of business to its various stakeholders.

MG 504 Leadership
Are great leaders born or made? This course takes a team-building approach to explore the art and science of leadership. The course discussions include traditional theories, contemporary theories, and strategic leadership concepts. Class sessions are a combination of lectures, case discussions, experiential exercises, and discussions about leadership and management challenges in the workplace. Students participate in a

variety of team-building activities, questionnaires, and a simulation to assess leadership and teamwork skills. (Prerequisite: MG 500)

MG 505 Human Resources Strategies*
This course conceptualizes "human resources strategies" in the broadest sense. The central goal of this course is to assist students to become better managers of people: better bosses, better leaders, better motivators, and more effective employee-agents. Students learn the basic and best practices in several functional areas of employee management (including staffing, performance evaluation, training and development, compensation, work design, and labor relations), their nexus to organizational performance, and their interconnections. On the micro-level, it encourages students to develop and refine strategies that will strengthen their personal model of employee management. (Prerequisite: MG 500)

MG 506 Organizational Culture
This course examines the micro-level organizational behavior theories as applied to organizational settings, as well as theories of corporate and organizational culture. (Prerequisite: MG 500)

MG 507 Negotiations and Dispute Resolution
This course uses the theories of negotiation and alternative dispute resolution, along with extensive experiential exercises, to build individual negotiation skills and to help students manage disputes from a business perspective. The course emphasizes ways of managing both internal and external disputes. (Prerequisite: MG 500)

MG 508 Strategic Management of Technology and Innovation*
This course emphasizes the integration of technology and strategy. Examining the design and evolution of a technology strategy, the course examines the necessary and distinctive technological competencies and capabilities that need to be developed by firms, the patterns of technological evolution, and the industry and organizational contexts for technological innovation. The creation and implementation of a development strategy is linked to a firm's innovative competences. In the course, students discuss the building of these competences in the context of new product and project development. (Equivalent to OM 508)

MG 510 Management Communication, Influence and Power
This course examines the critical factors involved in communication, influence, and power in organizations. It emphasizes that a business strategy, decision, or idea is effective only if it is communicated in a way that persuades an audience. The course is intended for managers who seek to become more effective communicators, whether it is with one person, a group, or a large audience. Fundamentals of persuasion and influence tactics provide the context for considering such topics as critical listening skills, assessing one's emotional intelligence, analyzing communication networks, gender differences in communication, and strategies for communicating during conflict. The course addresses how to formulate communication objectives and strategy assess levels of credibility; power, audience diversity, and corporate culture; analyze message structure; and choose appropriate communication media. This is an involved, hands-on class. In-class exercises, oral and written presentations, and case discussions provide vivid illustrations of the concepts. (Prerequisite: MG 500)

MG 520 Diversity in the Workplace
Students explore the value of diversity in organizations. They develop an increased understanding of the ways in which differences in the workplace can enhance both personal development and organizational effectiveness. To accomplish this, students explore why diversity has become a central strategic issue, their own diversity framework, the relationship between diversity and management effectiveness, and strategies for valuing diversity. The class addresses specific dimensions of diversity and the knowledge and skills students must develop to work effectively with people who are different from themselves. (Prerequisite: MG 500)

MG 525 Performance, Management and Reward
This course builds on the foundational evaluation and reward concepts covered in Human Resources Strategies. Students explore in some depth the interface of organizational performance management and compensation systems. Topics may include 360 feedback programs, behaviorally anchored rating scales, ESOPs, profit sharing, gain sharing, and the strategic use of employee benefits. (Prerequisite: MG 505)

MG 530 Entrepreneurship
This course covers entrepreneurship and small business management. The course focuses on the development of entrepreneurial start-up ventures from the point of view of the founding entrepreneur. The course explores characteristics and skills of successful entrepreneurs, the stages of growth of entrepreneurial businesses, the crises in start-up ventures, and issues confronting family and small business management. Students may create their own start-up business plan in conjunction with faculty as the primary course requirement.

MG 535 Managing People for Global Business
This course delves into the complexities of managing human resources in the global business arena. Business today is characterized by the relentless pace of globalization through the formation of international collaborations, mergers, joint ventures, and the opening of new markets. A major challenge posed by this landscape is the need to understand the similarities and differences in people management practices across cultures and countries. As firms enter global markets, hire foreign employees, or outsource work to foreign countries, human resources management practices such as recruitment, training, compensation, performance management, and employee relations become more complex. Legal and regulatory requirements of

foreign countries, cultural differences, expatriate management, and workforce mobility become important considerations for global businesses. This course explores these complexities and analyzes in-depth the people-related issues in different countries. (Prerequisite: MG 500)

MG 540 Cross-Cultural Management
This course develops a framework for distinguishing the various stages of cooperative relationships across national cultures which have distinct characteristics and call for different modes of behavior. The stages of this framework include: identifying a cross-cultural win-win strategy; translating the strategy into viable action plans; executing the strategy and making cross-cultural collaboration happen; and assuring that emerging synergistic organizations become self-initiating entities. The course identifies and discusses in detail the necessary managerial skills for the support of each of these stages.

MG 545 Law and Human Resources Management*
This course examines law and public policy issues relating to employee rights and obligations, including employment discrimination, OSHA, pension and benefit issues, minimum wage, and workers' compensation. The course provides a basic overview of the law and its relevance to human resource strategy and operations. (Prerequisite: MG 503)

MG 550 International Business Law and Regulation
This course examines public and private international law and regulation, emphasizing issues relevant to doing business internationally. (Prerequisite: MG 503)

MG 555 Labor Relations
The dual aim of this course is to acquaint students with the dynamics of the labor-management relationship and to make them better negotiators and managers of workplace conflict. Toward these ends, this course examines the processes of bargaining and dispute resolution, primarily in the context of the unionized environment. Case studies, law cases, and experiential exercises are used to explore issues such as negotiations strategy, mediation, and arbitration. Successful models of cooperative relations between management and labor are also covered. (Prerequisite: MG 505)

MG 580 Contemporary Topics in Management
This course examines recent practitioner and academic literature in various areas of management. Topics vary each semester. Guest speakers may be invited as appropriate.

MG 584 Capstone course: Global Competitive Strategy
All MBA students must take this capstone course at the end of their program of study. The course begins by considering the three components of a global strategy: development of the core strategy (building a sustainable competitive advantage), internationalizing the core strategy (international expansion of activities and adaptation of the core strategy), and globalizing the core strategy (integrating the strategy across countries). It then considers the global levers of strategy such as the selection of international markets in which to conduct business, the product/service mix offered in different countries, the location of value-adding activities, international marketing strategies, and competitive moves in individual countries as part of a global competitive strategy. The course explores the benefits of a global strategy by examining cost reductions, improved quality of products and programs, enhanced customer preference, and increased competitive leverage. (Prerequisites: Completion of core, breadth, and other concentration courses)

MG 595 Contemporary Topics in Human Resources Management
This course examines recent academic literature in various areas of Human Resources Management. Topics vary each semester to fit the interests of the seminar participants. Guest speakers may be invited as appropriate.

MK 400 Marketing Management
This course examines analytical and managerial techniques applied to the marketing function, with an emphasis on the development of a conceptual framework necessary to plan, organize, direct, and control the product, and strategies for promotion, distribution, and pricing of the firm. The course also considers the relationship of marketing to other units within the firm.

MK 500 Creating, Managing, and Measuring Customer Value
This course covers several of the related but independent concepts that have recently emerged under the umbrella of "customer value." Topics include the nature of the costs and benefits associated with the notion of customer value, and the associated concepts of customer satisfaction, customer loyalty, and customer-relationship building. The course rests on the philosophy that satisfying customer needs is the best way to meet a firm's organizational goals in the long-term. The course also presents its concepts in terms of adding value to global campaigns for products and services.

MK 510 Customer Behavior
This course offers an interdisciplinary approach to understanding the behavior of consumers in the marketplace, covering concepts from the fields of economics, psychology, social psychology, sociology, and psychoanalysis. Topics include motivation, perception, attitudes, consumer search, and post-transactional behavior.

MK 520 Marketing Research*
This course provides an overview of the risks associated with marketing decisions and emphasizes developing skills for conducting basic market research. Topics include problem formulation, research design, data collection instruments, sampling and field operations, validity, data analysis, and presentation of results.

MK 535 Building Brand Equity
This course focuses on the theory and conceptual tools used to develop and implement product and service branding strategies, as means for insuring brand awareness, acceptance, and success, or "equity," in the marketplace. The course highlights the importance and impact of the brand in the marketplace; identifies various decisions involved in creating successful brands; provides an overview of different means for measuring brand effectiveness; and explores the existence of customer-brand relationships. The course incorporates three general modules: Module 1 – Identifying/ Developing Brand Equity; Module 2 – Measuring Brand Equity; and Module 3 – Managing Brand Equity.

MK 540 Advertising Management
This course provides a comprehensive overview of advertising and promotional processes, and develops strategies facilitating managerial decisions in the areas of advertising, public relations, sales promotion, and direct marketing. This course analyzes the importance and influence of advertising in the changing marketplace; provides students with an integrated approach for analyzing marketing communication opportunities; develops the capability for designing, implementing, and evaluating advertising campaigns; and promotes an understanding of the different methods of measuring advertising effectiveness.

MK 550 Global Marketing
This course investigates the role of marketing and marketing management in different environments. It focuses on the distinction between the various marketing activities in a domestic setting versus the impact of the cultural, political, and geographic issues faced in different countries and regions of the world.

MK 560 Business-to-Business Marketing in the Internet Economy
This course develops an applied understanding of the principles of business-to-business marketing, which focuses on organizational customers who buy for production purposes rather than individuals who buy for personal consumption. The techno-economic purchase motivations of organizational customers require appropriate adaptation of product, promotion, distribution, and pricing strategies. The course examines the strategic and operational implications of organizational buyer behavior and other special characteristics of business-to-business products and services that influence their marketing strategy. The course incorporates the vital and specific role of the Internet as an integral and indispensable instrument of every function and activity in business-to-business marketing operations in all subjects.

MK 570 Internet Marketing
The move to an Internet-based society is among the changes expected to have a significant impact on the way that business is, and will be, conducted. This course pays particular attention to the impact of Internet technology on marketing strategy and practices, and discusses Internet technology and e-business in the context of established marketing concepts such as promotion, distribution/logistics, pricing, retailing, marketing research, customer behavior, and other product/service decisions from a practical and academic perspective. Students develop an in-depth understanding of the marketing implications of this promising business management development.

MK 585 Seminar: Contemporary Topics in Marketing
This course examines recent practitioner and academic literature in various areas of marketing, incorporating guest speakers as appropriate. Topics vary each semester to fit the interests of the seminar participants.

OM 400 Integrated Business Processes
Process management is concerned with the design and control of processes that transform inputs (such as labor and capital) into finished goods and services. Course topics include process mapping, quality management and control, capacity planning, supply chain management, and operations strategy. The course uses case studies to show how concepts and models presented in lectures and readings apply to real-world business situations.

OM 504 Service Operations Management
This course focuses on the service sector, which includes financial services, health care, insurance, retailing, education, and other important industries. Firms that provide a service, as opposed to a manufactured product, often have characteristics that warrant special attention. Customers generally participate in the service process, often through direct interaction with employees and facilities. The resulting variations in demand present a challenge to the effective use of perishable service capacity. Measuring the quality is another important issue, as is the strategic use of information technology. The course uses case studies to understand these and other issues as they pertain to service organizations.

OM 508 Strategic Management of Technology and Innovation*
This course emphasizes the integration of technology and strategy. Examining the design and evolution of a technology strategy, the course examines the necessary and distinctive technological competencies and capabilities that need to be developed by firms, the patterns of technological evolution, and the industry and organizational contexts for technological innovation. The creation and implementation of a development strategy is linked to a firm's innovative competences. In the course, students discuss the building of these competences in the context of new product and project development. (Equivalent to MG 508)

OM 535 Global Logistics and Supply Chain Management*
This course emphasizes global logistics as the management of time and place. It takes an integrated cross-functional management approach using strategic infrastructure and resource management to efficiently create customer value. Specifically, it examines the time-related global positioning of resources and the strategic management of the total supply-chain. Topics include procurement, manufacturing, distribution, and waste disposal, and discussion of associated transport, storage, and information technologies.

QA 400 Applied Business Statistics
Using spreadsheet software, this hands-on course teaches a variety of quantitative methods for analyzing data to help make decisions. Topics include: data presentation and communication, probability distributions, sampling, hypothesis testing, and regression and time series analysis. The course uses numerous case studies and examples from finance, marketing, operations, accounting, and other areas of business to illustrate the realistic use of statistical methods.

TX 510 Corporate and Shareholder Taxation
This course covers the basics of creating a corporation and the taxation of its operations in the ordinary course of business. Topics include comparison of business forms for tax purposes; formation of corporations; distributions to shareholders; net operating losses; consolidated returns; penalty taxes such as accumulated earnings, alternative minimum tax, personal holding companies; and an introduction to multi-state taxation. (Prerequisite: 3 credits of taxation)

TX 512 Advanced Corporate Taxation
This course covers liquidations, corporate reorganizations, mergers and acquisitions, personal holding companies, accumulated earnings, and international tax issues. (Prerequisite: TX 510)

TX 520 Estate and Gift Taxation*
This course covers the complete realm of the unified estate and gift tax section of the Internal Revenue Code. (Prerequisite: 3 credits of taxation)

TX 522 Taxation of Flow-Through Entities, Shareholders, and Beneficiaries*
This course covers the income taxation of estates and trusts, S corporations, and partnerships. (Prerequisite: 3 credits of taxation)

TX 535 Taxation for Management Decision-Making
This course helps managers develop an awareness and appreciation of tax issues and their implications in decision-making in the business environment. The course focuses on gross income concepts, taxable entities, the tax process, compensation planning, and other issues that may affect the manager in planning. This course is not part of the taxation specialization and requires no accounting or tax background.

TX 550 Tax Planning*
This course integrates topical areas of current tax planning that involve domestic and foreign corporate issues, and estate and financial planning techniques using case methodology. It explores such issues as compensation planning, initial public offerings, sales and acquisitions, life insurance, retirement, estate freezes, preferred stock recapitalizations, issues of closely held businesses and divorce. (Prerequisite: Completion of all electives for the concentration in taxation is recommended)

**Designated as research courses.*

ADMISSION CRITERIA AND PROCEDURE

Master of Business Administration, Master of Science in Finance, and One-Year MBA in Accounting or Taxation Degrees

Admission policies are the same for the MBA, the M.S. in finance, and the One-year MBA in Accounting or Taxation programs. Students who hold a bachelor's degree in any field from a regionally accredited college or university (or the international equivalent) and who have demonstrated their ability or potential to do high-quality academic work are encouraged to apply. In addition, applicants are required to meet all program prerequisites, which include the following undergraduate courses:

College-level Mathematics
Microeconomics
Macroeconomics
Statistics

The School generally admits graduate students who meet the minimum criteria of a formula score of 1100. The formula score is the result of multiplying an applicant's grade point average (GPA) by 200 and adding that product to his or her GMAT score. In most cases, this requires an undergraduate GPA of at least 3.00 accompanied by a GMAT score of at least 500.

In addition, the admission process requires complete, official transcripts of all undergraduate work, two recommendations, and a self-evaluation of work experience. A committee on graduate admissions reviews the applications and selects those who will be accepted to the program.

The following items must be on file before an applicant may be considered for admission:

1) A completed Application for Admission form
2) A $55 application fee payable to Fairfield University
3) A statement of self-evaluation of work experience and career objectives
4) An official copy of transcripts of previous college or university work
5) Completed recommendation forms from two references; one recommendation from a faculty member and one from a present or former employer is preferred
6) A score for the Graduate Management Admission Test (GMAT)
7) Proof of immunization against measles and rubella (for students born after Dec. 31, 1956) in compliance with Connecticut regulations

The applicant should submit items 1, 2, 3, and 7 directly to the Office of Graduate and Continuing Studies Admission and arrange for items 4 through 6 to be submitted thereto.

Certificate Programs for Advanced Study in:

Accounting
Finance
General Management
Human Resources Management
Information Systems and Operations Management
International Business
Marketing
Taxation

Students who hold a master's degree, who have professional experience, and who have demonstrated their ability to do high-quality academic work are encouraged to apply.

The following items must be on file with the School's Graduate Admission Committee before an applicant may be considered for admission:

1) A completed Application for Admission form
2) A $55 application fee payable to Fairfield University
3) A recent résumé
4) An official copy of transcripts of previous undergraduate and graduate work
5) Proof of immunization against measles and rubella (for students born after Dec. 31, 1956) in compliance with Connecticut regulations

The applicant should submit items 1, 2, 3, and 5 directly to the Office of Graduate and Continuing Studies Admission and arrange for item 4 to be submitted thereto.

International Students

International students must provide a certificate of finances (evidence of adequate financial resources in U.S. dollars) and should apply well in advance of the beginning of the term in which they intend to begin graduate studies. The applicant must submit certified English translations and a course-by-course evaluation of all academic records. All international students whose native language is not English must demonstrate proficiency in the English language. A minimum TOEFL composite score of 550 for the paper test or 213 for the computer-based test is required for admission to the graduate program. Information about TOEFL may be obtained from any U.S. embassy or information office or from Educational Testing Service. TOEFL may be waived for those international students who have

earned an undergraduate or graduate degree from a regionally accredited U.S. college or university.

Students with Disabilities

Fairfield University is committed to providing qualified students with disabilities with an equal opportunity to access the benefits, rights, and privileges of its services, programs, and activities in an accessible setting. Furthermore, in compliance with Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and Connecticut laws, the University provides reasonable accommodations to qualified students to reduce the impact of disabilities on academic functioning or upon other major life activities. It is important to note that the University will not alter the essential elements of its courses or programs.

If a student with a disability would like to be considered for accommodations, he or she must make this request in writing and send the supporting documentation to the assistant director of student support services. This should be done prior to the start of the academic semester and is strictly voluntary. However, if a student with a disability chooses not to self-identify and provide the necessary documentation, accommodations need not be provided. All information concerning disabilities is confidential and will only be shared with a student's permission. Fairfield University uses the guidelines suggested by CT AHEAD to determine disabilities and reasonable accommodations.

Send letters requesting accommodations to: Office of Student Support Services, Fairfield University, 1073 North Benson Road, Fairfield, CT, 06824-5195

The GMAT Exam

The Graduate Management Admission Test, offered by Educational Testing Service (Box 966-R, Princeton, NJ 08541; www.gmat.org), is a test of aptitude rather than a test of business knowledge per se. The test, offered throughout the year at local computer labs, examines two areas: verbal and quantitative. A score is earned in each area and the scores are added together for a total GMAT score that ranges between 200 and 800. The actual required score for admission of an individual candidate into the program depends upon the cumulative grade point average earned in undergraduate work and an assessment of all parts of the candidate's application dossier.

Compliance Statements and Notifications

Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

Fairfield University complies with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. This report contains a summary of the Fairfield University Security Department's policies and procedures along with crime statistics as required. A copy of this report may be obtained at the Security Department office in Loyola Hall, Room 2, or by calling the department at (203) 254-4090. The Security Department is open 24 hours per day yearlong.

Catalog

This catalog pertains only to the graduate programs offered through the Charles F. Dolan School of Business at Fairfield University. It is useful as a source of continuing reference and should be saved by the student. The provisions of this bulletin are not an irrevocable contract between Fairfield University and the student. The University reserves the right to change any provision or any requirement at any time.

Non-Discrimination Statement

Fairfield University admits students of any sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap to all the rights, privileges, programs, and activities generally accorded or made available to students of the University. It does not discriminate on the basis of sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap in administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, athletic programs, or other University-administered programs.

Notification of Rights Under FERPA

Fairfield University complies with the Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment), which defines the rights and protects the privacy of students with regard to their educational records. A listing of records maintained, their location, and the means of reviewing them is available in the Office of the Dean of Students.

The rights afforded to students with respect to their education records under FERPA are:

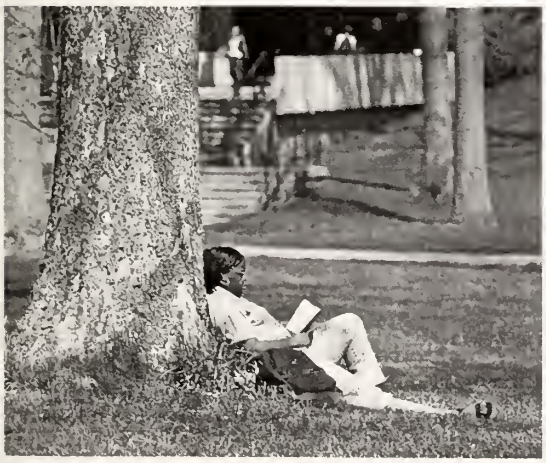
The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. Students should submit to the registrar, dean, head of the academic department, or other appropriate official, written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

The right to request the amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write to the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception that permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

The right to file a complaint with the U.S. Department of Education concerning alleged failures by Fairfield University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA are:

Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605



TUITION, FEES, AND FINANCIAL AID

Tuition and Fees

Part-Time Students

A part-time graduate student enrolls for fewer than nine credit hours in graduate level courses per semester. The schedule of tuition and fees for part-time students is:

Application for matriculation (not refundable)	$55
Registration per semester	$25
Part-time student Tuition per credit hour	$550
Change of course	$10
Computer lab fee	$45
Promissory note fee	$25
Commencement fee (required of all degree recipients)	$150
Transcript	$4
Returned check fee	$30

Full-Time Students

A full-time graduate student enrolls for at least nine and not more than 15 credit hours in graduate level courses per semester. The schedule of tuition and fees for full-time students is:

Application for matriculation (not refundable)	$55
Registration per semester	$25
Full-time student Tuition per semester	$10,530
Change of course	$10
Computer lab fee	$45
Promissory note fee	$25
Commencement fee (required of all degree recipients)	$150
Transcript	$4
Returned check fee	$30

One-Year MBA in Accounting and Taxation

The schedule of tuition and fees for a student in the program is:

Application for matriculation (not refundable)	$55
Registration per semester	$25
Full-time student Tuition for the program	$28,830
Change of course	$10
Computer lab fee	$45
Promissory note fee	$25
Commencement fee (required of all degree recipients)	$150
Transcript	$4
Returned check fee	$30

The University's Trustees reserve the right to change tuition rates and the fee schedule and to make additional changes whenever they believe it necessary.

Full payment of tuition and fees, and authorization for billing a company must accompany registration. Payments may be made in the form of cash (in person only), check, money order, credit card (MasterCard, VISA, or American Express), or online payment at www.fairfield.edu/tuition. All checks are payable to Fairfield University.

Degrees will not be conferred and transcripts will not be issued until students have met all financial obligations to the University.

Deferred Payment

During the fall and spring semesters, eligible students may defer payment on tuition as follows:

1. For students taking fewer than six credits: At registration, the student pays one-half of the total tuition due plus all fees and signs a promissory note for the remaining tuition balance. The promissory note payment due date varies according to each semester.
2. For students taking six credits or more: At registration, the student pays one-fourth of the total tuition due plus all fees and signs a promissory note to pay the remaining balance in three consecutive monthly installments. The promissory note payment due dates vary according to the semester.

Failure to honor the terms of the promissory note will prevent future deferred payments and affect future registrations.

Reimbursement by Employer

Many corporations pay their employees' tuition. Students should check with their employers.

If they are eligible for company reimbursement, students must submit, at in-person registration, a letter on company letterhead acknowledging approval of the course registration and explaining the terms of payment. The terms of this letter, upon approval of the Bursar, will be accepted as a reason for deferring that portion of tuition covered by the reimbursement. Even if covered by reimbursement, all fees (registration, processing, lab, or material) are payable at the time of registration.

Students will be required to sign a promissory note, which requires a $25 processing fee, acknowledging that any outstanding balance must be paid in full prior to registration for future semesters. A guarantee that payment will be made must be secured at the time of registration with a MasterCard, VISA, or American Express credit card. If the company offers less than 100-percent unconditional reimbursement, the student must pay the difference at the time of registration and sign a promissory note for the balance. Letters can only be accepted on a per-semester basis. Failure to pay before the next registration period will prevent future deferred payments and affect future registrations.

Refund of Tuition

All requests for tuition refunds must be submitted to the appropriate dean's office immediately after withdrawal from class. Fees are not refundable. The request must be in writing and all refunds will be made based on the date notice is received or, if mailed, on the postmarked date according to the following schedule. Refunds of tuition charged on a MasterCard, VISA, or American Express must be applied as a credit to your charge card account. Refunds take two to three weeks to process.

	Refund
Before first scheduled class	100 percent
Before second scheduled class	90 percent
Before third scheduled class	80 percent
Before fourth scheduled class	60 percent
Before fifth scheduled class	40 percent
Before sixth scheduled class	20 percent
After sixth scheduled class	No refund

Financial Aid

Federal Stafford Loans

Under this program, graduate students may apply for up to $18,500 per academic year, depending on their educational costs. Students demonstrating need (based on federal guidelines) may receive up to $8,500 of their annual Stafford Loan on a subsidized basis. Any amount of the first $8,500 for which the student has not demonstrated need (as well as the remaining $10,000 should they borrow the maximum loan), would be borrowed on an unsubsidized basis.

When a loan is subsidized, the federal government pays the interest for the borrower as long as he or she remains enrolled on at least a half-time basis and for a six-month grace period following graduation or withdrawal. When a loan is unsubsidized, the student is responsible for the interest and may pay the interest on a monthly basis or opt to have the interest capitalized and added to the principal.

How to Apply

Students must complete the Free Application for Federal Student Aid and submit it to the federal aid processing center. This can also be done online at www.fafsa.ed.gov. The Title IV code for Fairfield University is 001385.

Students borrowing for the first time at Fairfield University can apply for the Federal Stafford Loan at https://laureate.salliemae.com/Laureate. Students who previously borrowed a Federal Stafford Loan at Fairfield University, need only to notify the Office Financial Aid that they wish to borrow a Federal Stafford Loan.

The Office of Financial Aid will generate an award letter for the student in which he or she will accept the amount desired to borrow. Once the student returns the award letter to the Office of Financial Aid indicating the amount he or she wishes to borrow, the office will then certify and process the loan.

Approved loans will be disbursed in two installments. Students borrowing from Sallie Mae lenders will have their funds electronically disbursed to their University accounts. Students who borrow from other lenders will need to sign their loan checks in the Office of the Bursar before the funds can be applied to their accounts. Receipt of financial aid requires full matriculation in a degree program.

Apply Online

Applicants are invited to apply online at https://apply.embark.com/MBAEdge/Fairfield/MBA/51. Once you submit your application, we will process and review it with precisely the same care and consideration as applications submitted through U.S. mail.

Sallie Mae Signature Loan Program

This loan helps graduate and professional students pay the cost of attending the University. Repayment begins approximately six months after you leave school with interest rates ranging from Prime - 0.5 percent to Prime + 2.0 percent depending on credit worthiness and having/not having a co-borrower. Students may borrow from $500 to the cost of attendance less financial aid. To apply, go to https://laureate.salliemae.com/Laureate.

Tax Deductions

Treasury regulation (1.162.5) permits an income tax deduction for educational expenses (registration fees and the cost of travel, meals, and lodging) undertaken to maintain or improve skills required in one's employment or other trade or business; or meet express requirements of an employer or a law imposed as a condition to retention of employment, job status, or rate of compensation.

Veterans

Veterans may apply educational benefits to degree studies pursued at Fairfield University. Veterans should submit their file numbers at the time of registration. The University Registrar's Office will complete and submit the certification form.

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D.B.A., University of Memphis

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University Librarian, Emerita

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Dean, School of Nursing, Emerita

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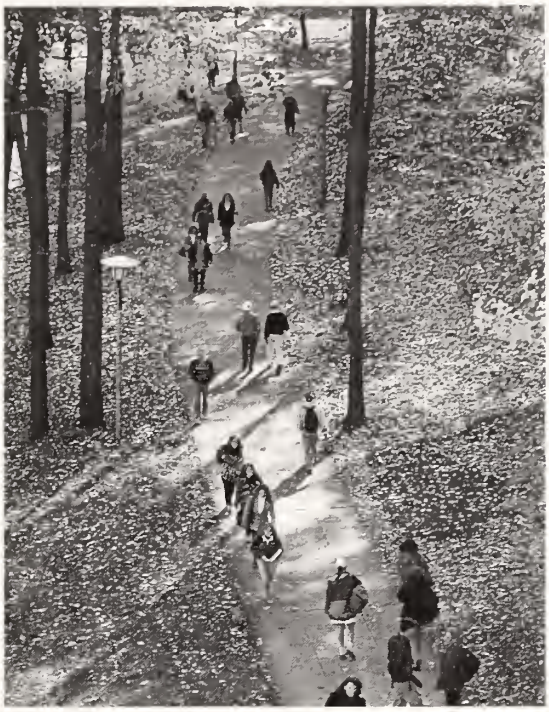

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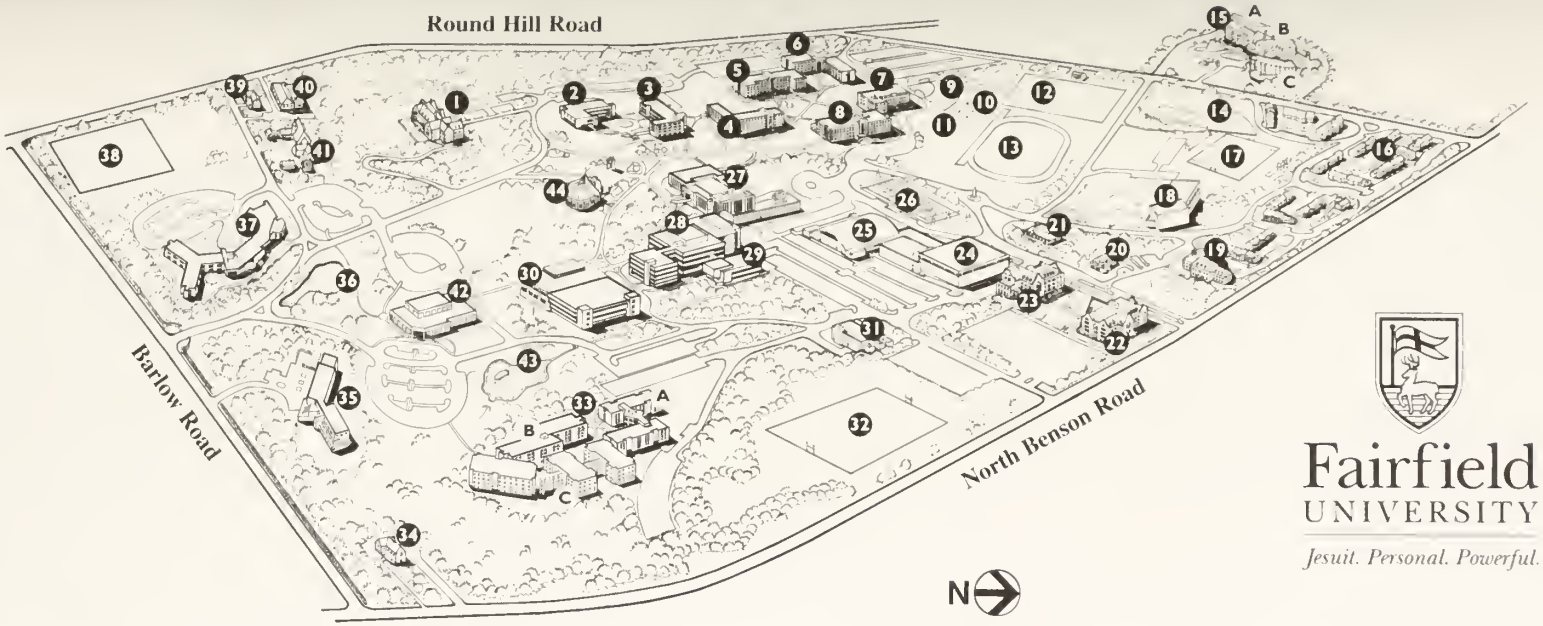

Fairfield
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1. Bellarmine Hall
2. Donnarumma Hall
3. Canisius Hall
4. Gonzaga Hall
5. Regis Hall
6. Jogues Hall
7. Campion Hall
8. Loyola Hall
9. Alumni Softball Field
10. Basketball Courts
11. Campion Field
12. University Field
13. Varsity Field
14. Alumni Diamond
15. Dolan Campus
    - A. John C. Dolan Hall
    - B. David J. Dolan House
    - C. Thomas F. Dolan Commons
16. Student Town House Complex
17. Alumni Field
18. Thomas J. Walsh, Jr. Athletic Center
19. McAuliffe Hall
20. Alumni House
21. The Levee
22. Xavier Hall
23. Berchmans Hall
24. Leslie C. Quick, Jr. Recreation Complex
25. Alumni Hall – Sports Arena
26. Tennis Courts
27. John A. Barone Campus Center
28. Rudolph F. Bannow Science Center
29. School of Nursing
30. DiMenna-Nyselius Library
31. Central Utility Facility
32. Grauert Field
33. The Village
    - A. Kostka Hall
    - B. Claver Hall
    - C. New Apartments
34. Jesuit Residence – St. Robert
35. Jesuit Residence – St. Ignatius
36. Bellarmine Pond
37. Charles F. Dolan School of Business
38. Barlow Field
39. Southwell Hall
40. PepsiCo Theatre
41. Maintenance Complex
42. Regina A. Quick Center for the Arts
43. Hopkins Pond
44. Egan Chapel of St. Ignatius
    Loyola and Pedro Arrupe, S.J.
    Campus Ministry Center

Directions — To reach Fairfield University

- From New York via Connecticut Turnpike (I-95): Take Exit 22. Turn left onto Round Hill Road. Proceed to Barlow Road. Turn right and proceed to the gate on your left, marked by twin stone columns.
- From New Haven via Connecticut Turnpike (I-95): Take Exit 22. Turn right onto North Benson Road (Rt. 135). Turn left at Barlow Road and proceed to the gate marked by twin stone columns on your right.
- From New Haven via Merritt Parkway (Rt. 15): Take Exit 44, take a quick left off the ramp, then take another quick left onto Black Rock Turnpike (Rt. 58), proceed 2 miles to Stillson Road (Rt. 135) and turn right. Bear left onto North Benson Road. There are several entrances on North Benson Road. Consult the University map for the appropriate entrance.
- From New York via Merritt Parkway (Rt. 15): Take Exit 44. Bear left and immediately turn right onto Black Rock Turnpike (Rt. 58), proceed 2 miles to Stillson Road (Rt. 135) and turn right. Bear left onto North Benson Road. There are several entrances on North Benson Road. Consult the University map for the appropriate entrance.

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